INTRODUCTION

This is Era of cross border trading and because of this, now distance is shrinking and due to this Multinational companies are seeking for greater diversity among their employees, and for this they are hiring workers of different races, creeds, genders and ages to bring a more varied experience to their ranks. With the increase of globalization in the world, diversity in the workplace has grown as a trend. Workforce Diversity is the difference between two employees working in the organization, those difference can be in age, cultural background, physical abilities and disabilities, race, religion, gender and sexual orientation or we can say workplace, diversity means employing people who may be different from each other and who do not at all come from the same background. The differences may be those of national origin, physical appearance, religion, education, age, gender, or sexual orientation. Diversity can affect the workplace in numerous ways. It can be positive and negative both, in positive we can say that diversity can help organization to cope with foreign culture issues by adopting talents from different geographical locations, effect of cultural diversity in the workplace is that employees belonging to different cultures usually have different ways of thinking and can thus analyze a matter at hand from a variety of perspectives and negative impact we can say that it can increase miscommunications, creation of barriers, interpersonal conflicts etc.

Culturally diverse workers have different opinions, thoughts, beliefs, norms, customs, values, trends, and traditions, but to managing that diversity is due to the demand of globalization, to be more competitive. Various companies are working on this to explore this opportunity. In order to survive in this type of cut-throat competitive world the organizations have to hire an effective an efficient workforce that can handle such competitive environment. Employing diversified workforce is a very essence for every organization. In the current scenario the organizations that employ quality and competitive workforce regardless of their age, attitude, language, gender, religion, caste can only compete at the marketplace.

Due to the increased rate of globalization, privatization and liberalization we can view the change at our workplace also, where females are also working in the equal ratio with males.
Therefore the researcher is focusing over these critical aspects of diversified workforce that affects the working of employees. Next aspect that affects the work climate is language. People may speak different languages at work place because of different geographical region to which they belong. Due to which the people may find some problem. Employees coming from various geographical regions with their different mindset create contradiction among employees. Gender discrimination is also a major problem at Indian workplace. Cordial interpersonal relationship among the employees is one of the major ingredients for smooth functioning of an organization. Organization is a network of people who work together to achieve some common objective and if this network has some loopholes then it would be very difficult for any organization to achieve those objectives effectively.

**Literature Review**

“The analogy of an iceberg comes to mind in the face of these potentially endless dimensions; the obvious characteristics of race, ethnicity, gender, age, and disability relate to the small, visible portion of the iceberg and are the basis of much anti-discrimination legislation around the world” (Bialostocka, 2010, p. 6). So we can say Diversity is not actually that Apparent portion, such as culture, politics, and religion, it at most Appear up with the while away of time. “An individual’s spirituality is personal and although effects of their spirituality may be seen at the surface level, the source is still a deep-level artifact” (Moore, n.d., p. 83).The fundamental key of every respective person is to recognize the component of different dimensions and it remains exists in bottom of the ground. These immerse qualities offer the actual essence of the diversity.

“Diversity helps in the expansion of an organization’s perspective, approach, strategic tactics, launch of a new product, development of a marketing plan, creation of a new idea, design of a new operation, and assessment of emerging trends” (Adler, 2002). Adler described and recognize the five elementary strategies for managing the diversity at the workplace that can be, cultural dominance, cultural avoidance, cultural compromise, cultural synergy, and cultural accommodation, the most desirable strategy is of cultural synergy, Cultural synergy is is given by Nancy Adler of McGill University ,which elaborate about cultural synergy as an endeavor to bring two or more cultures together to create an organizational culture or environment that is based on mutual strengths and traits which can obtained by accommodate the value in other cultures without surrendering own culture (Kamal and Ferdousi, 2009, p. 161).

“When culturally diverse workers are placed in a group to achieve a goal with mutual effort and collaboration, these differences of opinions and other variables can hinder the development of unity”. (Harrison, Price, and Bell 1998) States that the impact of deep-level resemblance on the group unity is always positive, on the other hand, in the comparison to the deep-level disparity or variance on group cohesion is mostly negative. Workers in that situation can have or we can say don’t have any reason to get indulge in disputes with one another that can or can’t be related to work at all. In the same way, employees may have regional and cultural, historical reasons to get indulge in conflict with each other. (Jeffery Sanchez-Burks and Michal E. Mor Barak, 2005) Jerry Sanchez-Burks and Michal E. Mor talk about, one’s Values, perceptions and behavior in such a way, that circumstances reflect deep-rooted faith about the nature of mutual work relationships and he further highlighted that ,to acknowledge and managing these dissimilarities requires grasp and understanding the basic nature of the workforce diversity and how it effect comparative and communication styles.

(Ashok Chanda, Dec 2006). The author described that workforce diversity is a current hot and burning Contemporary issue in every organization as per the recent scenario. Each and every HR manager needs to understand the requirement of the managing this workforce diversity and at the end author concluded that the manager don’t have sufficient knowledge and competency to manage diversified workforce and because of their incompetency there is a insufficiency of cognizance towards the diversity management approach.

**Statement of the problem**

Diversified workforce is the newest and contemporary trend in each and every organization now days. Moreover, the utmost concerned for every organization is to enhance its productivity because organizations are lucrative piece of work and they can only survive by competing in this cutthroat competitive world by increasing their profits but Due to the diversified workforce in remarkable way, everyday is facing a lot of problems at the workplace. As the diversified workforce may experience less cooperation and abeyance from some of their colleagues but to achieve the organizational target each member must be efficient enough in terms of its functioning and operation, in the particular department. However, firing is not the solution. . The principle aim of this research is to examine the impact of workforce diversity critically on the overall productivity of the organization from previous available researches and to suggest the ways to manage the diversified workforce in such a way so that people at organization can work effectively to achieve the target in a team.

**RESEARCH METHODOLOGY**

Secondary research of this paper is got examined in the above mentioned literature review through different books, internet, business journals and magazines, desk research, library and newspaper articles. For the purpose of researching the emergence and literature on diversity in the workplace and the fundamentals of diversity management, it was relevant to research through the usage of all of the above. The secondary research indicated both negative and positive findings this research is focused on studying the impact of workforce diversity of Multinational companies globally. This is based on qualitative method and studied the impact by using Secondary data sources available i.e. Articles, blogs, videos, case studies etc. as per the content relativeness of workforce diversity.


Types of diversity in the workplace

<table>
<thead>
<tr>
<th>Philosophy</th>
<th>Gender</th>
<th>Race</th>
<th>Religion</th>
<th>Language</th>
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<tr>
<td>Workforce Diversity</td>
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- **Language diversity**
  Different countries have their own language; each is different from others, the existence of various languages in a region or civilization, kingdom or state, its evolution in historical context and its mutual interaction. This difference in terms of language is linguistic diversity.

- **Race diversity**
  Race has to do with a person’s grouping based on physical traits (despite the dominant scientific view that race is a social construct and not biologically defined). Examples of races are Caucasian, African, Latino and Asian.

- **Religious diversity**
  There are so many religions in this world, even we can say in each country there are different kinds of people who follow different-religious beliefs, this kind of diversity which reflects the presence of multiple religions and spiritual beliefs in the workplace is called religious diversity. i.e. Hinduism, Jainism, Buddhism, Christians etc.

- **Age diversity**
  Difference on the behalf of age is an important parameter in diversity at workplace, as by the age difference of thoughts also arises it means working with different age groups of people or we can say generations. For example, millennial, GenZers and Gen Xers are different groups by the age, can coexist in the same workplace.

- **Sex / Gender / Sexual orientation**
  Gender diversity refers to the difference on the behalf of sex, that can make male or non-binary genders, as now a days companies are trying to achieve the gender balance that is 50-50 ratio of male and female. Gender diversity represents the fairness of the organization in terms of gender.

- **Qualification**
  Difference in terms of qualification, education, studies of the employees create a big problem for organization in becoming more productive, but organization can overcome this difference by providing employee Training.

- **Geography**
  Location of the organization can be vary, as it is era of global trading, companies are hiring employees from different geographical location, as per their talent and comprehensiveness this is creating a situation of difference of geography.

**Philosophy**

Philosophy is a guiding act of behavior, the beliefs anybody has to react in a particular situation, and behavior is actually a mirror of which kind of interaction and upbring any person had got.

**Companies around the World which are Embracing Diversity**

Diverse organizations perform better. There is no doubt in it but the question arises why? In some available E-Book that is shown about, How to Increase Diversity through better Hiring & Recruitment Processes. It detected some very engrossing insights on the benefits of holding diversity, including:

- Most studies related to gender diversity shows that every 1% increment in in gender diversity, actually increases the revenue of organization by 3%.
- Ethnic diversity can increase the revenue of organization by 15%.
- According to the survey of Glassdoor, 67% of the job seekers check the workforce diversity of the organization while searching for jobs.

That is really very important for us to have a closer look at the companies around the world who are accepting diversity and hiring diverse workforce. It may vary from industry to industry about how they embrace diversity, as at is different way of embracing for all of them. However, as an analyzer we can learn something from each and every company to develop our own way of diversity strategy, According to Thomson Reuters 2019 Diversity and Inclusion (D&I) Index.Industries leading this year’s index include 13 pharmaceutical firms; 11 banking, investment services & insurance; 9 telecommunications services; 7 personal & household products & services.United States leads the Top 100 list with 25 firms followed by United Kingdom 10 and Australia 9.Below is the list of Top 25 companies with their score, who are embracing diversity-

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<tr>
<th>Rank</th>
<th>Company</th>
<th>Score</th>
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<tbody>
<tr>
<td>1</td>
<td>Accenture PLC</td>
<td>85.50</td>
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<tr>
<td>2</td>
<td>Diageo PLC</td>
<td>82.25</td>
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<td>3</td>
<td>Royal Bank of Canada</td>
<td>79.25</td>
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<td>4</td>
<td>NaturalCosmetics SA</td>
<td>79.25</td>
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<tr>
<td>5</td>
<td>BlackRock, Inc.</td>
<td>78.50</td>
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<tr>
<td>6</td>
<td>Telecom Italia SpA</td>
<td>78.00</td>
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<tr>
<td>7</td>
<td>Novartis AG</td>
<td>77.75</td>
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<td>8</td>
<td>Allianz SE</td>
<td>77.50</td>
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<tr>
<td>9</td>
<td>Gap Inc</td>
<td>76.50</td>
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<td>10</td>
<td>Kering</td>
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<td>Infrastructure Wireless ItalianeSpA</td>
<td>76.00</td>
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<td>12</td>
<td>L’Oreal SA</td>
<td>75.25</td>
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<td>13</td>
<td>UCB SA</td>
<td>75.25</td>
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<td>14</td>
<td>HERA SpA</td>
<td>75.00</td>
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<td>15</td>
<td>Merck &amp; Co., Inc.</td>
<td>74.75</td>
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<td>16</td>
<td>Thomson Reuters Corp</td>
<td>74.75</td>
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<td>17</td>
<td>Millicom International Cellular SA(SWE)</td>
<td>74.75</td>
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<td>18</td>
<td>Fiat Chrysler Automobiles NV</td>
<td>74.25</td>
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<td>19</td>
<td>Woolworths Group Ltd</td>
<td>74.25</td>
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<td>20</td>
<td>Bank of Nova Scotia</td>
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<td>21</td>
<td>Toronto-Dominion Bank</td>
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<td>22</td>
<td>Nestle SA</td>
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<tr>
<td>23</td>
<td>Roche Holding Ltd.</td>
<td>73.75</td>
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<tr>
<td>24</td>
<td>Acciona SA</td>
<td>73.75</td>
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<tr>
<td>25</td>
<td>Star Entertainment Group Ltd</td>
<td>73.75</td>
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According to the Diversity and inclusion index, those companies got measured by 24 different metrics, which actually as overall include four key Factors: First one is Diversity second is Inclusion third is People Development last one is News Controversies. The D&I Index is after that is get calculated by weighing each factor based on its relevancy in the market and how each organization compares with its competitors. These top multinational Companies are hiring people of different age, religion, caste, gender and region so that they can give better as their thinking is better comes from diverse brains, and it is well said different brains of diverse workforce together can create a miracle that’s what they are doing.

Impact of Workforce diversity in MNC’s

Positive Impacts

Elevated innovation: innovation means, better and creative idea generation for any situation or any problem, it can be any new method, thought, process or anything else which is something unique can be said as innovative. Diversity in the workplace leads to higher innovation rate. When Diversified workforce came together to get a solution then they often come together in novel ways.

Faster problem-solving: Problem solving is using your skill to get a feasible solution for a problem on timely manner, diversified workforce will bring solution fast and by using different skills and experience of individuals from different region. So solution can be choose sooner, which leads to better and fast problem solving.

Better decision making: Definitely companies having diversified workforce can have unique solutions for the problems and by the help of different individual they can solve problem faster in comparison to other organizations that all because of employees with different background and view point come together, they come up with freshsolutions, which leads to more knowledgeable and refined decision-making process and results.

Increased profits: Organizations with prominent workplace diversity achieve greater profits. McKinsey & Company, a global management consulting firm, conducted research which included 180 companies in France, Germany, the United Kingdom, and the United States. They found out that companies with more diverse top teams were also top financial performers. Companies with diverse workforce make better decisions faster, which gives them a serious advantage over their competitors. As a result, companies with diversity in the workplace achieve better business results and reap more profit.

High Turnover Ratio: As per different surveys that is seen, in case of poorly managed diversified workforce, turnover ratio of that company is really high in comparison to other organizations, and constantly replacing employees with top talents is very risky for any business in terms of effective production and profits too.

High Investment in Time and Money: From the view point of Business, the benefits any organization can get from diversified workforce mostly outweigh the time required to train the diversified workforce and expenses arises to train them, and managing them properly to get better outcome out of them but it is required to teach employees about the importance of accepting others and value others opinions, beliefs, values. If company will sees limited benefits of diversified workforce then that investment of time and money will not be worthy from that perspective.

Conceputal framework for managing diversity efficiently in Organization

Diversified workforce can lead to better productivity, but it can be disaster if it is not managed properly because employees and
management both faces some problems like- diverse culture, language etc. but simultaneously it is very important for organization to have a diversified workforce and all should be in same direction, to get a better result.

By using this model of diversity management we can efficiently utilize the workforce and positively in the same direction, so that the workforce can put up the great result in terms of productivity and achieving organizational goal achievement.

According to this model, we can see that after the research of or data analysis organizational will get to know about the diversity is there in the organization , is that positive or negative, if positive then organization can work more on to getting it become a big strength of the organization. If it is negative , then they have concentrate on few points like a top management should motivate the employees by way of visionary leadership, that leader can bring a new blood in employees to work efficiently, but giving employees respect matters a lot, if you are motivating them to work in a diverse environment and not giving respect to everyone in a same manner then it can create a big problem so to solve this issue we should give respect to every individual and feel them as an important factor of organization, if they will feel that they important for organization then they will work with more satisfaction, still the problem persist in the organization , employees are not getting involve with the goals of organization then , management should adopt a different style of leadership and a different work culture, which employees can willingly adopt.

To get them a clear view of organizational goals, communication of goal should be clear, whether it is organizational or employees personal, if it is clear to employee then he can work towards the direction of goal. Now the goal is clear then last option we can go with is giving them training so that they can work in diverse work culture, to overcoming with this situation, training is required, if we can provide them training , then they can use that diversity as positive aspect. Finally at the end feedback should be given by employees to the management regarding the diversity and their final outcome. That is important step as well, because organization will get to know about the diversity impact by getting feedback and if it is necessary then organization can do research for the same and that process will be continued.

CONCLUSION
The data presented reveals that workforce diversity significantly influences job satisfaction and commitment among Multinational company’s workers globally. The data has significant implications in directing the efforts policy makers towards ensuring a balanced mixed of demographic diversity among employees in the Multinational companies. The study serve as guide in the recruitment process, more so, the data presented in this article is significant to guiding further investigations in extensive research. After almost three decades, the topic on diversity on workplace is still required to get study further , so that organizations can adopt workforce diversity as positive aspect for their firm, most diversity management program embracing fails due to lack of stability in the definition of diversity. The impacts of diversity in the workplace can be both favorable and unfavorable. Some out of those negative impacts include never ending conflicts, more time and money investment needed, communication issues and difficulty to achieve harmony in group. Positive effects include higher creativity and innovation, higher productivity, better decision making, faster decision making. With proper planning, top management can amplifies the positive effects and decrease the negative impacts of the diversity at the workplace. After analyzing many Articles, blogs, research work and business report on that topic, the opinion is that the issue of diversity is not still clear, which forefront to some apparent problems and issues in the definition of diversity for practice.

Findings & suggestions
It is also important to do a good, solid, research before spending money on After Effects courses and programs. When you do this research, you will get more answers that you want to know about After Effects so that you can make an informed decision about your next step with regards to After Effects. Many people spend time, money and energy to become well versed with the latest technology in film and television because they believe that doing so will allow them to become masters of their craft. Of course most of them are not masters of their craft. Although they can make movies and TV shows, they often do not have any idea of how to properly edit or produce a successful documentary, unless they had spent time researching and studying film editing.

When you do bad research, you end up wasting a lot of money and effort on something that may never be profitable. When you do good research, you are on the right track and know exactly what you are doing. To do good research, it is very important to do your homework. Do some of your own research by doing your own research. Look for information from other professionals, read books, go to conferences, attend seminars and attend one-on-one coaching to help you figure out how to do After Effects properly. This is when you have made the most progress because you are ready to take your knowledge and passion for After Effects and give it your business. This is the time when you have to be resourceful, have the will power to do the research, the ability to stay focused and have patience. There are three main skills that you must have to make After Effects work for you. They are: learning the content, learning the terminology and learn the fundamentals of the tools that After Effects uses to make the media that you are working with. I hope that you take the time to learn these three things. When you do you will be better prepared to make great After Effects, documentary or commercial that will have long-lasting results for your business or your personal life.

This problem can be solved by adopting various policies like.

- **Use of common language** - The use of common language in the organization among the employees is an extremely important concept. It makes a lot of difference between a team that work in a harmonious manner and one that do not. When the two-way communication is poor, it makes it a lot easier for both the sides to get confused. When they have no idea what one of them means, things can easily get worse than they already are.

- **Effective Communication** - No one in this world is able to communicate in only way. Some of us will use more formal words, while others will use colloquial
words. Many of us will often use both, depending on the situation. A team should never feel like they are being cornered into using only one way of communication.

- It is much better for all of us to communicate with our co-workers in a manner that they will find acceptable. At the same time, it should be acknowledged that there are people out there who are not going to be capable of communicating in a formal manner. They might have a very difficult time understanding what another person is trying to say.

- There are many different ways to go about helping those people who are going to have difficulties in using one of the languages, such as written language or non-verbal language. For the most part, the first thing that needs to be done is for the employees to try to communicate with the team members in the same manner that they would if the person who was trying to communicate was one of their team members. If someone does not like the way that the other person is communicating, then it is okay to try to change the conversation. Don’t assume that your team members understand what you are trying to say. In most cases, the team that is trying to communicate with each other will not want to be interrupted. They may be feeling that the one who is being interrupted is not respecting their time. If that is the case, it is usually a good idea to ignore that interruption.

- **Effective Leadership** - If the person who is trying to be heard wants to speak, they will often have to ask that the person who is leading the group stand up. If the group leader cannot handle the verbal and written communication between the members of the group, then he should step down and allow someone else to lead the team. In most cases, that person will be the employer. It is not uncommon for the employer to be the group leader.

- The new speaker of the group must take a very deep breath and make sure that he or she is relaxed and not tense. If he or she is nervous, he or she will not be able to perform at his or her best. It is also important for the new speaker to stay calm when speaking to the group. Most of the time, the new speaker will not feel comfortable with the entire process. This is perfectly natural. People who are comfortable with their work generally tend to perform better than those who are not comfortable with their work. It is not unusual for someone to not like something that happens when talking to other people.

- While the group is being assembled, someone will become the employer. His or her job is to encourage the use of common language among the team members. The employer is usually asked to bring the team members together and get them all in the same room to "talk" to them. One team member will be asked to start out by doing this.

- **Mutual Respect & Coordinated Team** - Once the team is together, the employer will begin to speak with them. It is important that the team members understand what the employer wants them to do. When the team understands what the employer wants them to do, then they will more likely do it.

- The employer is expected to be very patient with the team members. If the team members do not like what the employer says, then they need to realize that they will not be given much of a chance to try to talk back. and it is not fair to them if they have to put up with something that they don't want to do but don’t compromise at the point of mutual give and take concept of respect.

**Therefore, for improving productivity, quality has to be maintained and not thrown out.**

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